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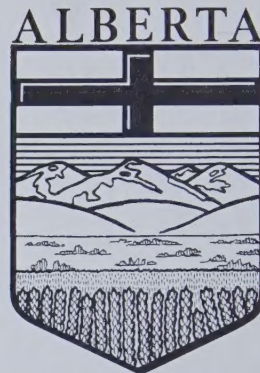
1965

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1965

ANNUAL REPORT

Alberta. of the
PUBLIC SERVICE COMMISSIONER

THE GOVERNMENT OF THE PROVINCE OF ALBERTA
PUBLIC SERVICE COMMISSIONER

ADDRESS ALL COMMUNICATIONS TO:
THE PUBLIC SERVICE COMMISSIONER
TERRACE BUILDING
EDMONTON, ALBERTA

January 15, 1966.

The Honourable A. O. Aalborg,
Minister for Personnel Administration.

Honourable Sir:

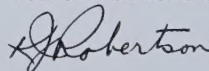
I have the honour to submit herewith the Report of the Public Service Commissioner for the year ended December 31st, 1965.

Some of the highlights of the operation were:

- ♦ An extensive recruiting trip to the British Isles seeking trained personnel in short supply in Canada.
- ♦ An extension of the University recruiting program to include all Western Canadian Universities.
- ♦ A major pay review one year prior to the scheduled date.
- ♦ The introduction of a form of collective negotiation, and the signing of the initial phase of the first collective agreement between the Province of Alberta and the employees of the Province.
- ♦ The modification of procedures to accommodate the new system of negotiations.
- ♦ An accelerated emphasis on training activities in the public service.

These and other developments in the personnel program are outlined and reviewed more fully in this report.

Your obedient servant,



Public Service Commissioner.

KJR:w



The business of the Personnel Administration Office is people. All of our programs have one purpose — keeping the Alberta Civil Service supplied with competent, efficient staff. The Province of Alberta has about 13,000 positions and our objective is to make certain that each is filled with the best available person.

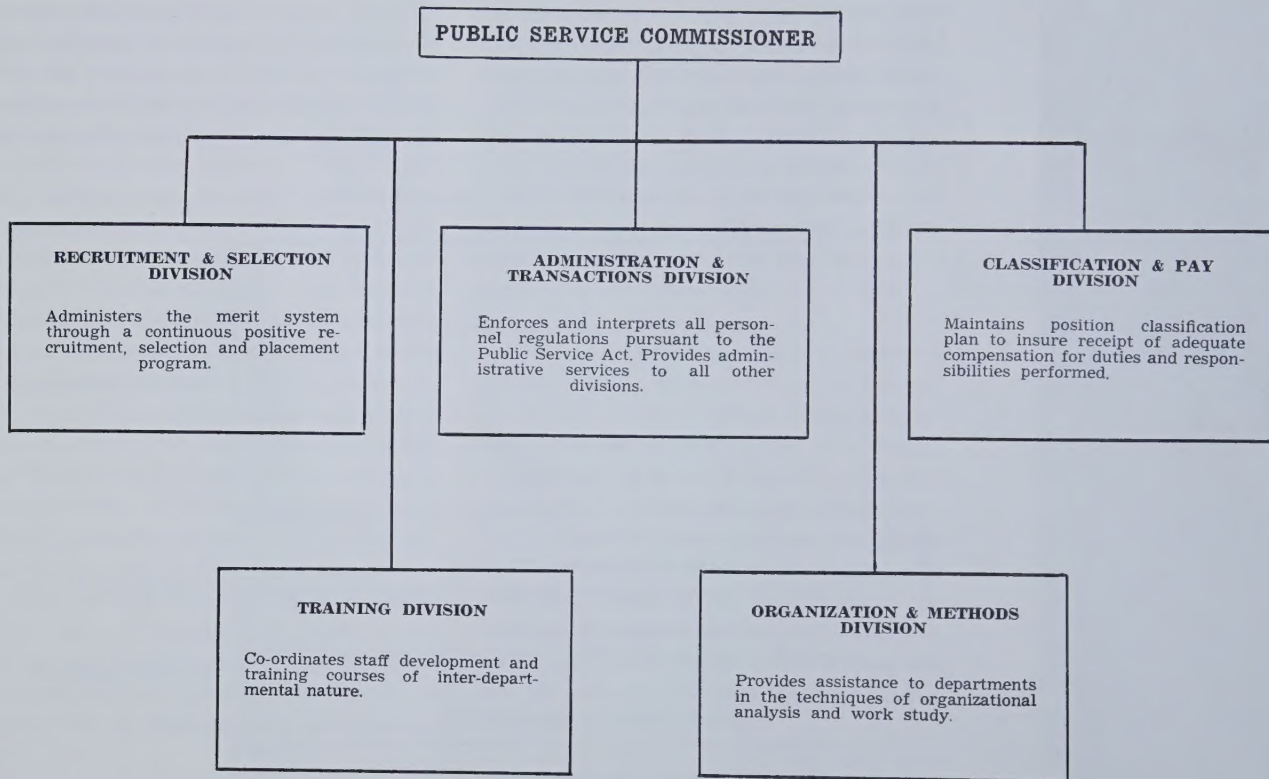
How do we hope to accomplish our objective? By

RECRUITING people who have the required training and experience

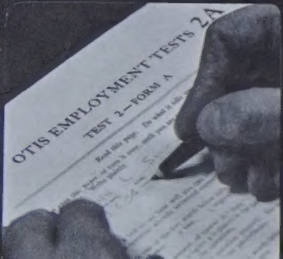
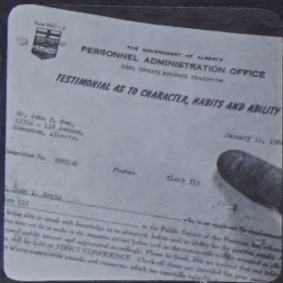
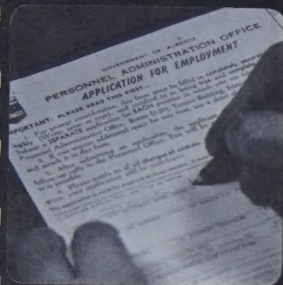
SELECTING the best-qualified candidates

CLASSIFYING POSITIONS so that people with similar duties and responsibilities are paid the same salary

TRAINING employees to help them develop in their work.



ORGANIZATION OF PERSONNEL ADMINISTRATION OFFICE—DECEMBER 31ST, 1965

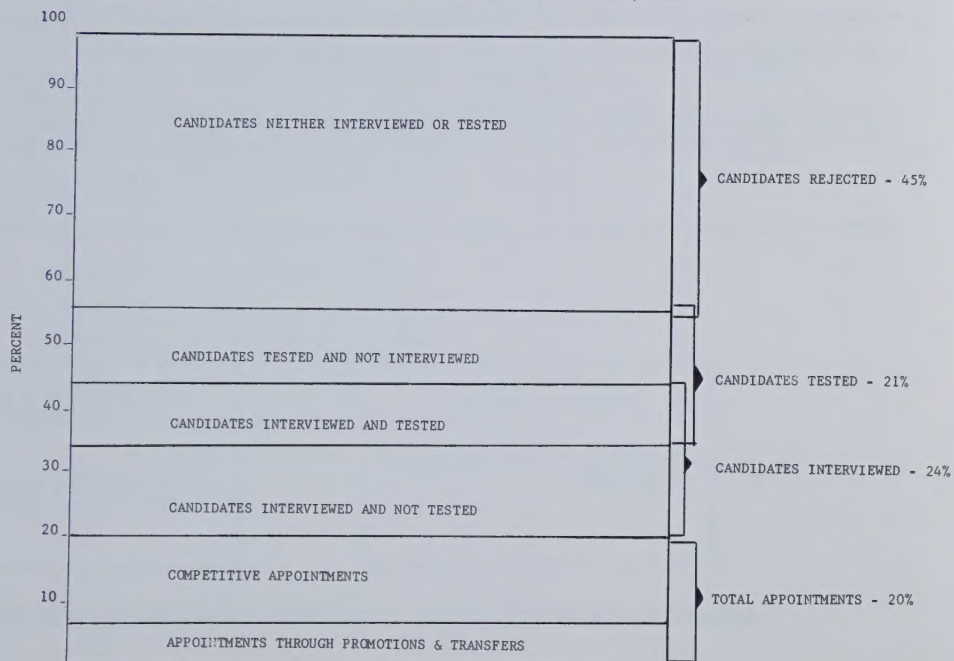


RECRUITMENT AND SELECTION

Recruitment and Selection is obtaining the best qualified employees for service in the staff of the Province. The recruitment process consists of devising ways and means of attracting the attention of candidates from all available sources.

Selection consists of the objective study and the screening of the qualifications of these candidates to ensure the efficient operation of the merit system. The successful candidates are selected for vacant positions or certified for eligible lists.

PERCENT DISTRIBUTION OF APPOINTMENTS TO TOTAL APPLICATIONS RECEIVED, 1965



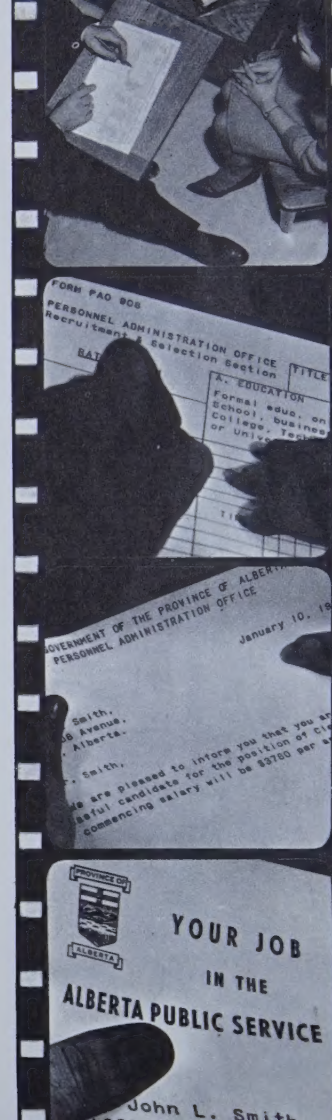
Major emphasis in 1965 was placed upon the extension of the recruitment program to encompass as wide a field of candidates as practicable. The most significant departure from established practises was the trip of government officials to the United Kingdom in search of trained personnel in extremely short supply in Canada — notably engineers, architects, planning officers, technical institute instructors, and associated technical support staff. The venture was an unqualified success in terms of the quantity and calibre of candidates interviewed and, while it is too soon to be specific, the possibility of engaging the services of a high proportion of the prospects seems to be very good. This possibility seems, at present, partially dependent upon some assistance or subsidization of removal expenses. While this may be a change in policy for the Government, this treatment of prospective employees is becoming current practice, and the Government may have to recognize this as a competitive hiring practise in most cases. In addition, some prospects were screened for industrial concerns in the Edmonton area, and candidates not required by the Government of Alberta were referred to those companies.

Another major project undertaken was the extension of the recruiting program for university graduates. While the problem is of general knowledge, it is not widely realized that the University

of Alberta cannot supply enough graduates in several fields, even if the only employer is the Provincial Government. When this is measured against the fact that some several scores of companies are competing for the same graduates, it becomes mandatory to broaden the recruitment base. Despite efforts at the Universities of British Columbia, Saskatchewan, and Manitoba, as well as Alberta, the needs of the Government of Alberta for trained staff were not filled in the engineering and welfare fields in 1965.

While considerable emphasis was placed on attracting highly skilled personnel, the program for staffing the junior clerical positions in the service was also pursued. A program of testing and interviewing in the larger Edmonton High Schools was instituted, and a considerable number of commercial course graduates were offered employment. In addition to this, graduates of commercial courses at the Agriculture and Vocational Schools were screened and interviewed. Career days at the Edmonton High Schools were attended and opportunities in Provincial Government employment publicized.

It is only through extensive efforts in the schools of the Province that a true career service can be built, and future prospects must be interested early. Therefore, continued efforts will be made to play a more active role in the career days and screening programs at these institutions.

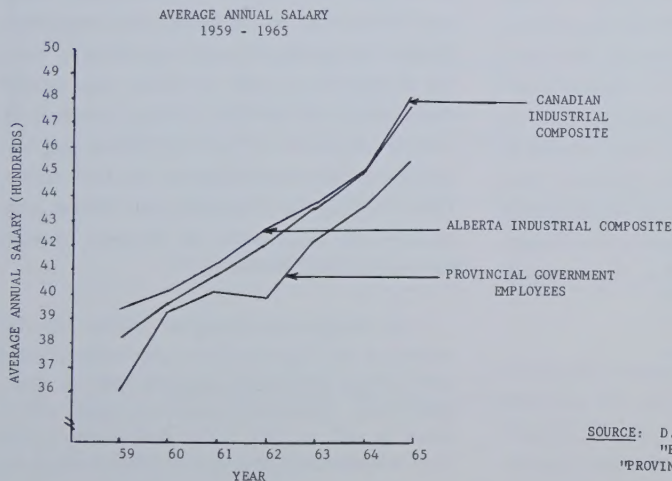


CLASSIFICATION AND PAY

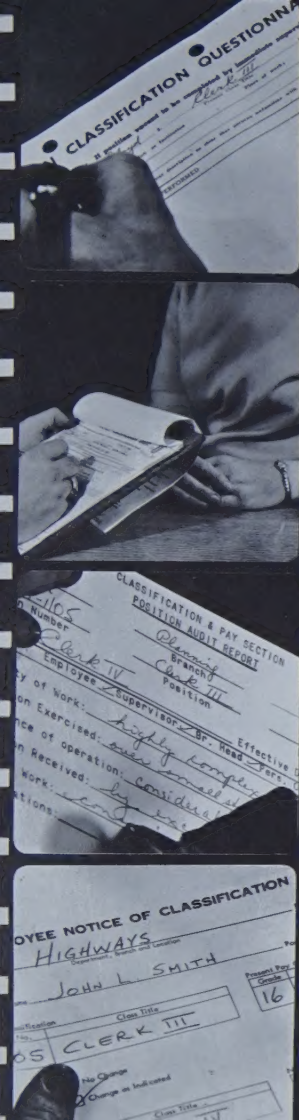
The work of the Classification and Pay Division entails the analysis of the duties and responsibilities of positions and the recommendation of salary assignments. There are two functions, the first being position classification. This involves obtaining a detailed description of each permanent position in the public service. The description is reviewed and if supplementary information is required a job audit is conducted. This involves discussions with the employee, supervisor and/or senior department officials. When all required information is obtained the positions are grouped

according to the kind of work performed. Then, subsequent to an analysis of the relevant allocation factors, the positions are ranked and class levels established within this common grouping. The classification of new positions or maintenance reviews are performed by comparing the position in question to positions in existing classes and only where necessary are new classes created.

Pay determination is the second function. There are many considerations when arriving at a fair and equitable salary rate. Some of the more



SOURCE: D.B.S.
"EMPLOYMENT & PAYROLLS"
"PROVINCIAL GOVERNMENT EMPLOYMENT"



important factors used are the pay rates of competitors, recruitment and selection difficulties, and internal comparisons. To make certain the Government is aware of rates in the labour market we participate with the Alberta Bureau of Statistics in their annual wage and salary survey, and exchange pay information with industry and other government jurisdictions throughout the country. Although the Government and the Civil Service Association have a two-year salary agreement the exchange of pay data continues on a regular basis to keep the data current and determine the rates for classes added.

At the present time some confusion exists between classification and pay. This may be the result of people receiving a salary increase when their classification changes. The confusion is compounded in a single position class where it is impossible to move a position into another class to recognize changed responsibilities and this change must be reflected in the pay grade assigned to the class. There is a difference however; the classification plan serves as the basis for the pay plan. They require different technical approaches and in fact a classification plan has a variety of other uses such as assisting in recruitment and selection, indicating promotional and transfer opportunities, facilitating organizational studies, and providing necessary information for efficient budgetary practices.

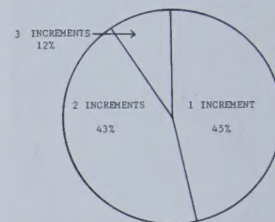
POSITION CLASSIFICATION

During the year 1965 there were 921 positions created, 69 abolished, making an increase of 857 permanent positions. This enlarges the public service to 13,740 permanent positions excluding the Research Council of Alberta and the Alberta Liquor Control Board.

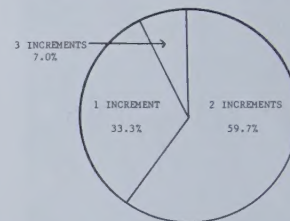
In order to cope with this increase it was found necessary to add to the classification staff and to introduce more efficient work methods. These changes made it possible to undertake a number of major resurveys and plans are now in process to review all classified positions within a definite time period.

This year classification staff spent a considerable amount of time travelling throughout the province auditing positions and explaining the role of the classification office. A number of employees expressed appreciation at having this opportunity to talk to the staff; the importance of employees and management understanding and participating in classification cannot be over-stressed. Surveys have shown that where this exists, job analysis has met with the most success. Consequently, the public relations aspects are being given more emphasis and it is expected that in 1966 much more time will be devoted to advising and co-operating with the departments and having them participate in classification work.

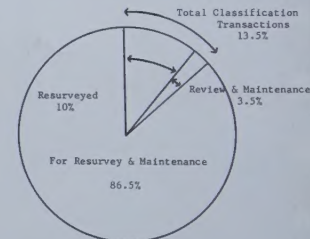
PERCENT DISTRIBUTION OF EMPLOYEES RECEIVING INCREASES, APRIL 1965 PAY REVIEW



PERCENT DISTRIBUTION OF CLASSES RECEIVING INCREASES, APRIL 1965 PAY REVIEW



PERCENT OF CLASSIFICATION TRANSACTIONS TO TOTAL CLASSIFIED POSITIONS, 1965



SURVEY

Class	Hours per week	Rate of pay and of employees of rate
DRAFTSMAN - Performs skilled drafting work; reduces field notes; prepares maps, charts and other drawings from engineering records and data; prepares simple designs; may verify engineering computations.		Rate Paid No. of Employees
CIVIL ENGINEER -		

PAY ADMINISTRATION

Late in 1964 it was becoming obvious that the rates of pay for some classes were falling behind. The Government granted permission to do an interim pay review, which was later expanded to include all of the public service. As was the custom in the past this pay review service was extended to the Research Council, and the Alberta Liquor Control Board. For the first time a formal agreement was entered into with the Alberta Civil Service Association. This provided for the Association to be the sole bargaining agent for public service employees and schedules the next

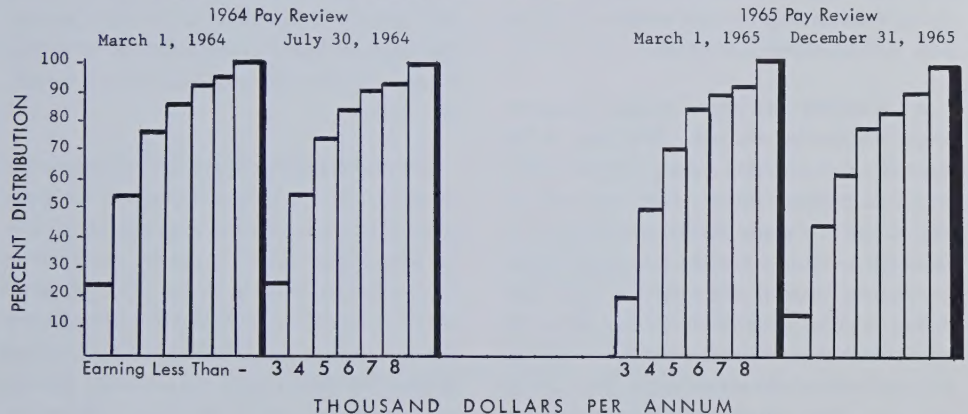
pay review for early 1967 with changes to be effective from April 1.

The effects of the 1965 pay review on the budget and the percentage increase to the employees as well as other results are illustrated elsewhere. It is interesting to note the size of the increase after a pay review was conducted as recently as one year ago. No doubt this is indicative of the present economy and the tremendous competition for skilled people.

PAY DATA COMPARISON TABLE

CLASS TITLE	PRESENT PROVINCIAL RATES		PROPOSED PROVINCIAL RATES		PRIVATE INDUSTRY RATES	
	MIN	MAX	MIN	MAX	Q ₁	Q ₃
CLERK TYPIST I	165-230	2	170-220	165-225		
CARETAKER I	240-270	7	220-270	225-255		
CARPENTER	330-360	16	360-385	385-410		
ACCOUNTANT I	270-545	20	375-475	380-450		
PURCHASING DIRECTOR	545-685	23	570-715	450-300		

CUMULATIVE DISTRIBUTION OF STAFF BY ANNUAL SALARY.



SALARY DISTRIBUTION FOR DRAFTSMAN
ILLUSTRATING USE OF QUANTILE DEVIATION

NUMBER OF EMPLOYEES

Pay Salary Rate	Cumulative Total	Monthly Salary
2	2	275
1	3	277.50
5	8 (Q ₁)	280
4	12	287.50
1	13	290
1	14	295
2	16	300
5	21	305
2	23 (Q ₂)	310
3	26	315
1	27	320
1	28	327.50
2	30	335

STAFF ESTABLISHMENTS

Activities in this field were confined to examination of salary estimates, and the provision of information to the Deputy Provincial Treasurer. The information provided allowed some measure of judgment to be made on the necessity of position creations, particularly in areas where vacan-

cies had existed for protracted periods of time. All departments are carefully considering the necessity of adding new positions, and the next step in this area is a re-assessment of the necessity of the continuing establishment.

OFFICIAL ASSIGNMENTS OF CLASSES TO PAY GRADES

CLASS TITLE

CLASS TITLE	PAY GRADE	RANGE	MAX
CLERK I	5-7	260	275
CLERK II	9-11	240	275
CLERK III	12	240	275
CLERK IV	13	240	275
CLERK V	14	240	275
CLERK VI	15	240	275
CLERK VII	16	240	275
CLERK VIII	17	240	275
CLERK IX	18	240	275
CLERK X	19	240	275
CLERK XI	20	240	275
CLERK XII	21	240	275
CLERK XIII	22	240	275
CLERK XIV	23	240	275
CLERK XV	24	240	275
CLERK XVI	25	240	275
CLERK XVII	26	240	275
CLERK XVIII	27	240	275
CLERK XIX	28	240	275
CLERK XX	29	240	275
CLERK XXI	30	240	275
CLERK XXII	31	240	275
CLERK XXIII	32	240	275
CLERK XXIV	33	240	275
CLERK XXV	34	240	275
CLERK XXVI	35	240	275
CLERK XXVII	36	240	275
CLERK XXVIII	37	240	275
CLERK XXIX	38	240	275
CLERK XXX	39	240	275
CLERK XXXI	40	240	275
CLERK XXXII	41	240	275
CLERK XXXIII	42	240	275
CLERK XXXIV	43	240	275
CLERK XXXV	44	240	275
CLERK XXXVI	45	240	275
CLERK XXXVII	46	240	275
CLERK XXXVIII	47	240	275
CLERK XXXIX	48	240	275
CLERK XXXX	49	240	275
CLERK XXXXI	50	240	275
CLERK XXXXII	51	240	275
CLERK XXXXIII	52	240	275
CLERK XXXXIV	53	240	275
CLERK XXXXV	54	240	275
CLERK XXXXVI	55	240	275
CLERK XXXXVII	56	240	275
CLERK XXXXVIII	57	240	275
CLERK XXXXIX	58	240	275
CLERK XXXXX	59	240	275
CLERK XXXXXI	60	240	275
CLERK XXXXXII	61	240	275
CLERK XXXXXIII	62	240	275
CLERK XXXXXIV	63	240	275
CLERK XXXXXV	64	240	275
CLERK XXXXXVI	65	240	275
CLERK XXXXXVII	66	240	275
CLERK XXXXXVIII	67	240	275
CLERK XXXXXIX	68	240	275
CLERK XXXXXX	69	240	275
CLERK XXXXXXI	70	240	275
CLERK XXXXX XII	71	240	275
CLERK XXXXX XIII	72	240	275
CLERK XXXXX XIV	73	240	275
CLERK XXXXX XV	74	240	275
CLERK XXXXX XVI	75	240	275
CLERK XXXXX XVII	76	240	275
CLERK XXXXX XVIII	77	240	275
CLERK XXXXX XIX	78	240	275
CLERK XXXXX XX	79	240	275
CLERK XXXXX XXI	80	240	275
CLERK XXXXX XXII	81	240	275
CLERK XXXXX XXIII	82	240	275
CLERK XXXXX XXIV	83	240	275
CLERK XXXXX XXV	84	240	275
CLERK XXXXX XXVI	85	240	275
CLERK XXXXX XXVII	86	240	275
CLERK XXXXX XXVIII	87	240	275
CLERK XXXXX XXIX	88	240	275
CLERK XXXXX XXX	89	240	275
CLERK XXXXX XXXI	90	240	275
CLERK XXXXX XXXII	91	240	275
CLERK XXXXX XXXIII	92	240	275
CLERK XXXXX XXXIV	93	240	275
CLERK XXXXX XXXV	94	240	275
CLERK XXXXX XXXVI	95	240	275
CLERK XXXXX XXXVII	96	240	275
CLERK XXXXX XXXVIII	97	240	275
CLERK XXXXX XXXIX	98	240	275
CLERK XXXXX XXXX	99	240	275
CLERK XXXXX XXXXI	100	240	275

ORGANIZATION AND METHODS

Prime emphasis in this division was placed upon the streamlining of internal paper work systems and an attempt to improve administrative operations. Continued efforts were made in the area of forms design and control, and the maintenance of the essential operations of the Personnel Administration Office such as the Manual of Personnel Administration, the distribution of regulations and directives, and the co-ordination of personnel operations with the Data Processing Centre.

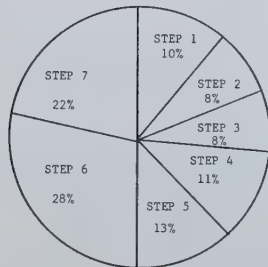
Within the limits of available staff this division was able to produce organization manuals of four departments. These documents are important in that they will constitute the ultimate tools and basic records necessary for a study of the basic organization of the government or any of its branches or departments.

The Organization and Methods Division has assumed the day-to-day administration of the Suggestion Award Plan. We think this activity can be better promoted and suggestions researched and appraised to a fuller extent by this section, since there is a logical connection between organization, methods, and suggestion award activities.

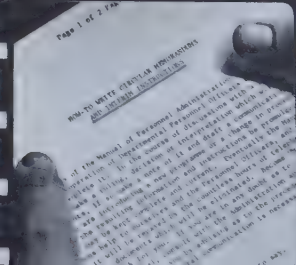
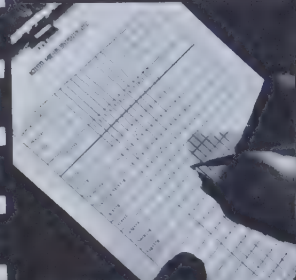
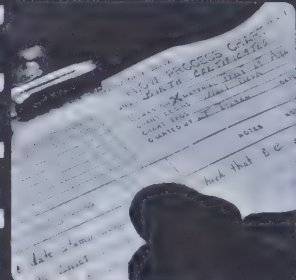
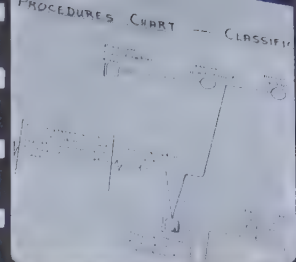
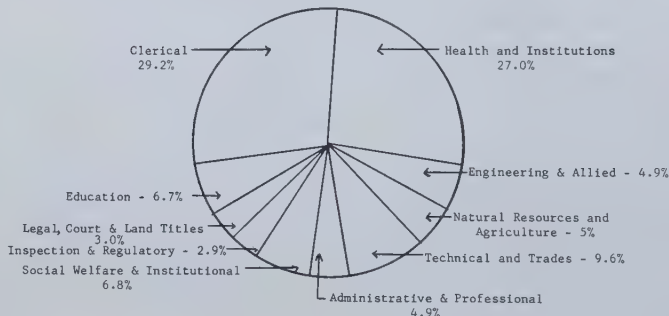
Projects undertaken by this area were —

- (a) an examination and report on the Department of Public Works filing system,
- (b) the preparation and presentation to the Minister for Personnel Administration on the Organization and Methods function generally, and plans for its extension,
- (c) the preparation and presentation of a brief to the Public Expenditure and Revenue Study Committee.

PERCENT SALARIED EMPLOYEES
BY SALARY PERIOD - FEBRUARY, 1965



PERCENTAGE DISTRIBUTION OF STAFF
BY OCCUPATIONAL GROUP - DECEMBER 31, 1965



TRAINING

The major activity in the area of training during the year was centred around the formation of the Training Committee. This group was formed to advise the Government on training needs, and to develop uniform training policies.

A questionnaire was developed and circulated to all departments. The purpose of this was to assist in identifying immediate and long-range training needs. While returns are not yet complete, first indications pointed up the need for a formal induction program. As a result of this demand a general induction booklet has been prepared and will be distributed to new employees starting early in 1966. It is hoped that this booklet will be supplemented by specific booklets prepared by each department, with emphasis on department policies and procedures.

The Training Committee has prepared a format for a proposed course in Public Administration. This course is designed primarily to broaden the specialist and to improve executive competence, and is proposed commencing in September, 1966.

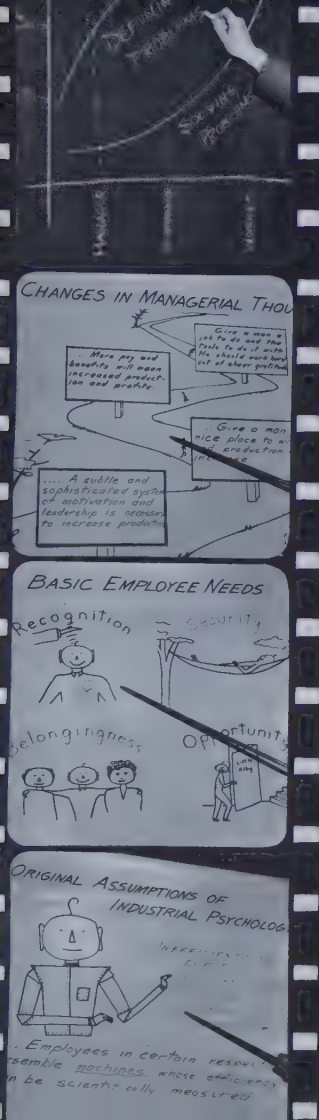
At the year end the Committee has under consideration the rules governing education leave. It proposes to develop clear guide lines for use of operating officials in determining the kind and

extent of subsidization extended to employees for courses taken, and at the same time review the coverage of employees under existing regulations.

The supervisory training sessions were continued and provided the opportunity for discussions of common management problems. Several groups participated in these sessions and it is hoped that the continuing exchange of information and ideas will assist supervisors in their efforts to manage their operations.

Continued efforts were made in 1965 to further encourage and develop the role of the departmental personnel officers through the medium of scheduled monthly meetings. Some progress was made in promoting the use of full-time departmental personnel officers, and steps are underway to make appointments in two large departments in 1966.

A course for Personnel Administrators has been prepared at the request of some of the personnel officers in government service. This course will commence early in 1966 and, from all indications, will draw participants from every department. The purpose of this course is to promote better understanding of modern personnel practices in the public service.



RECRUITMENTS, PROMOTIONS AND STAFF TOTALS, 1965
OF EMPLOYEES UNDER THE PURVIEW OF THE PUBLIC SERVICE COMMISSIONER

DEPARTMENT	Number of Positions Filled by Recruitment		Number of Positions Filled by Promotion		Number of Positions Filled by Inter-departmental Transfers	Total Appointments	Full Time Staff Number as at December 31, 1965		TOTAL
	Male	Female	Male	Female			Male	Female	
Agriculture -----	62	80	25	17	10	194	474	217	691
Attorney General -----	155	136	53	39	18	401	932	523	1455
Education -----	164	141	47	30	20	402	705	466	1171
*Executive Council -----	4	25	4	7	3	43	32	56	88
Highways -----	69	144	58	8	11	290	674	298	972
Industry & Development --	13	23	3	—	2	41	71	70	141
Labour -----	13	30	15	15	2	75	182	124	306
Lands & Forests -----	84	62	52	28	11	237	688	253	941
*Legislation -----	17	21	23	20	4	85	105	100	205
Mines & Minerals -----	10	34	15	10	9	78	115	117	232
Municipal Affairs -----	11	26	4	12	7	60	224	113	337
Provincial Secretary -----	12	31	3	9	9	64	108	82	190
**Public Health -----	9	65	3	19	13	109	86	230	316
Public Welfare -----	38	164	8	17	2	229	236	503	739
Public Works -----	199	16	81	4	14	314	1647	79	1726
Treasury -----	21	12	11	9	3	56	76	59	135
Treasury Branches -----	31	152	141	216	—	540	237	309	546
TOTAL -----	912	1162	546	460	138	3218	6592	3599	10,191

*Executive Council includes Lieutenant Governor's Office, Premier's Office, Executive Council Office, Provincial Office, Ottawa and Personnel Administration Office Staffs.

*Legislation includes Provincial Auditor's Office, Data Processing Centre and Provincial Library Staffs.

**Does not include Health Institution employees currently exempt from the Commissioner's purview for competition purposes, (approx. 3,800 employees).

EMPLOYEE-EMPLOYER RELATIONS

The year under review ushered in a new era of employee-employer relations in Alberta. Early in the year discussions between the Government and the Civil Service Association, which had been underway for some time, culminated with the announcement that a form of collective negotiation was to be introduced at the session of the Legislature then in progress.

The Government's decision resulted, in large measure, from the fact that increased activity and pressures from public service employee associations throughout Canada made it propitious to adopt new measures at this time which would allow employees a greater voice in the determination of their wages and working conditions.

This trend has resulted in most provinces and the federal government either adopting, or taking under active consideration, measures which provide for varying forms of collective bargaining or negotiation.

Bill 123 was introduced into the Legislature and given first reading on March 26th, 1965. It was assented to on April 12th, 1965, with effect from July 1st, 1965. The essential features of the new legislation, as it relates to the service proper, are as follows:

- the Civil Service Association of Alberta is officially recognized and has the sole right to bargain for employees. There is no requirement to maintain membership.
- an "agreement" to be signed by the parties will contain provisions with reference to rates of pay, hours of work, and other terms and conditions of employment.
- excluded from the Agreement are Deputy Ministers and any other persons who, in the opinion of the Minister, exercise a policy making function in matters relating to personnel administration. There is also provision for members of a recognized professional association to opt out on application to the Minister, if a majority of the persons in the group so indicate.

- the Minister may determine those matters or proposals which are negotiable.
- negotiations are conducted by a committee of three members of each party and commence, at the request of either, within 60 days of the termination of an existing agreement.
- when negotiations are concluded, the committee transmits a report to the Executive Council and to the Association setting out, in the form of recommendations, matters upon which agreement was reached and matters upon which agreement was not reached. Each party receiving the report is required within 14 days to advise the other whether the recommendations, in whole or in part, are accepted or rejected. Where the recommendations are accepted by both, they are given effect in the form of an agreement.
- where either the Executive Council or the Association rejects the recommendations, in whole or in part, they are required to meet and where settlement is reached on any outstanding issue or proposal, the same is given effect by inclusion in the agreement.
- where full accord is not reached at the stage referred to above, the Executive Council conveys to the Association its decision on the outstanding issues, after which the agreement is concluded and its provisions made binding on both parties.

The new legislation also covers outside boards and agencies of the Crown with these essential differences:

- the Association must represent a majority of the employees in the bargaining unit and must maintain membership.
- a further "mediation" step is provided for where the parties cannot reach full accord through negotiation.
- there is provision for arbitration on disputes arising from the interpretation, application, or operation of the agreement.

Hon. E. C. Manning, Premier; R. A. Harrison, L. E. Stewart, D. Schneider, C.S.A. Representatives; Hon. A. O. Aalborg, Minister for Personnel, (seated); K. J. Robertson, Public Service Commissioner.

SIGNING OF FIRST COLLECTIVE AGREEMENT



As this is written, very considerable progress has been made in an effort to conclude our first full agreement.

Early in July, agreement was reached on a new salary schedule which is to be in effect until March 31st, 1967. The major provisions still to be worked out are:

- (a) Determination of the scope or composition of the bargaining unit.
- (b) Determination of the scope of the agreement itself; that is, in effect, the isolation of all current rules and regulations which come within the meaning of wages and working

conditions, and as such are negotiable, and the isolation of those that constitute the prerogatives of management.

Quite naturally we view the new approach to employer-employee relations with mixed feelings. The Joint Council system seemed to work well. However, we can derive much comfort from the fact that our dealings with the Association have been founded upon a remarkable degree of mutual respect and understanding. It is not expected that this situation will change with the advent of collective negotiation and we are confident of reaching full accord on an agreement that will be fair and equitable and in the best interests of the employer and the employees.

Agreement made in duplicate
B
Her Majesty in the Right
The Civil Service A
ement is made pursuant to
as defined in that Act.

is hereto confirmed
the parties hereto confirm
of the Official Pay Plan a
from April 1, 1965 for pos
however that

(a) the pay grades for po
unchanged pending a r
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Andrew P. Harkin

Minister for Personnel Ad

COMMISSIONER RETIRES

John H. Holloway who headed the personnel program for many years retired because of ill health on October 15th. He was succeeded by Keith J. Robertson who has been associated with the personnel office since January of 1957.

Mr. Holloway was named full time Chairman of the Public Service Commission in 1951, and following the large scale extension of the program in 1959 was appointed Public Service Com-

missioner. He will be remembered for the important contribution he made to the new program particularly during its formative years, and he can derive much satisfaction from the fact that the fully modern personnel system enjoys an enviable reputation in the public service sector throughout Canada. He retains an association with the personnel office in his capacity as Chairman of the Classification Appeal Board.

INTERNAL REORGANIZATION

A major re-alignment of the functions of the Personnel Administration Office was completed by the new Commissioner just prior to the year end.

The essential effect of this re-alignment is as follows:

1. There is created a division of "Transactions and Administration," the head of which reports to the Commissioner. This new status is necessary for these principal reasons:

- (a) The advent of Collective Negotiation makes it absolutely essential that responsibility for the administration, interpretation and enforcement of all personnel regulations be vested in one entity instead of being interspersed in all divisions.

- (b) In the interests of general efficiency, it was considered advisable to concentrate all "housekeeping functions" in this division.

2. Whereas the Training Program had been under the purview of the Chief Classification Officer during its formative period, it was felt that the time had come to confer divisional status on this program and allow it to develop its full potential.

3. Organization and Methods began to come into prominence and as the report on this activity indicates, attempts are being made to activate this program. Accordingly, it too has been given division status so that its development can be accelerated.

As a consequence of these changes, personnel of the two major divisions—Recruitment and Selection, and Classification—are able to concentrate their efforts and energies to the maintenance and further development of their important programs.

Elsewhere in this Annual Report is a functional organizational chart which sets out the organization of the personnel functions as the year 1965 came to a close.

TRENDS IN PUBLIC PERSONNEL ADMINISTRATION

Over the years a trend has developed in public personnel administration to delegate to operating departments many of the functions and some of the authority now exercised by the central personnel agency. There are two main reasons for this trend:

1. Patronage, one of the main reasons for centralization, has long since ceased to be a problem and, although it may exist to some degree in some places, this does not justify the need to maintain a rather cumbersome system to ameliorate the problem. Certainly this is not a problem here.

2. Operating officials in departments contend, with considerable justification that, because they are charged with the responsibility of getting the work done and securing the objectives assigned them, they should have more to say on matters of staffing and the administration of personnel generally.

Because of this trend, central personnel agencies are becoming "setters of standards" and advisers. In jurisdictions where this

decentralization is practised, authority is delegated subject to very strict rules, procedures and audit routines, to ensure that standards are maintained. When there is evidence that standards are not being maintained, the central authority will either insist that the situation be remedied or return the authority to central control. It is essential of course that the central agency maintains its over-all control of standards and their uniform application throughout the service.

We have given some thought and consideration to this trend. Certainly, most of the elements that would make decentralization work well, and be desirable, appear to be present. The major obstacle is fully trained departmental personnel officers in all phases of modern personnel administration. However, as is indicated elsewhere in this annual report, this matter is being remedied and will continue to improve.

As we pursue the extension of our programs we will endeavor to give at least some effect to the matter of decentralization.

CIVIL SERVICE ASSOCIATION OF ALBERTA

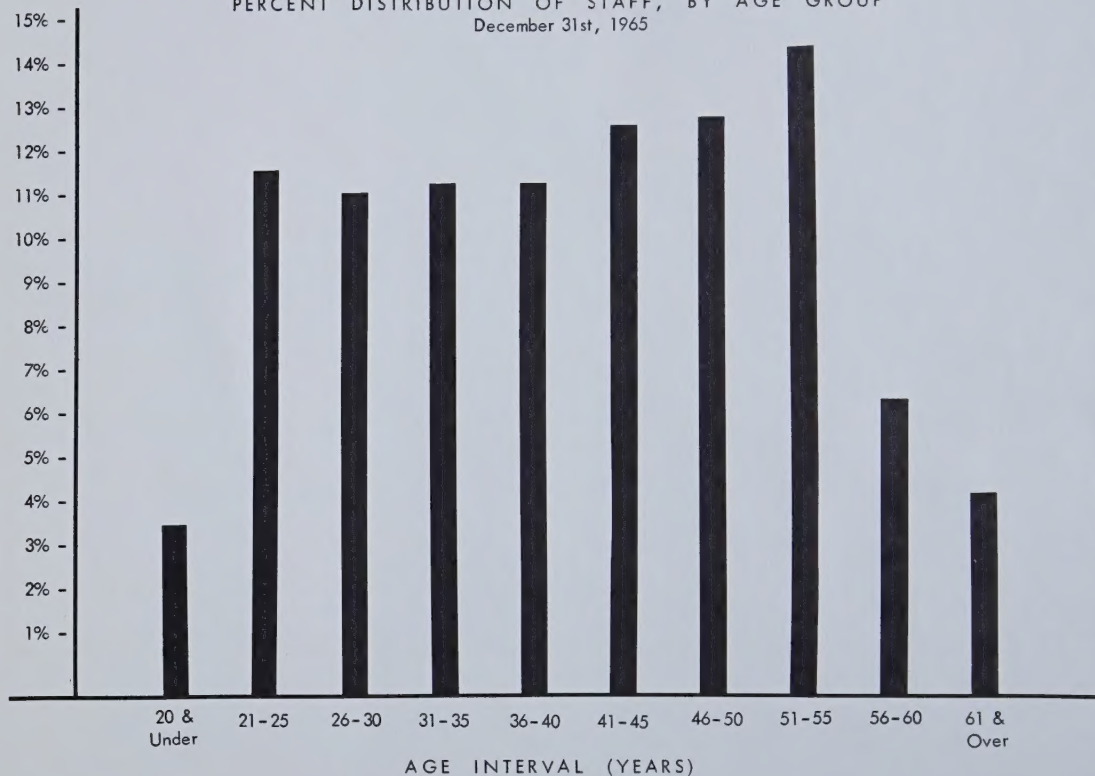
A report of this nature should not omit mention of the very significant role played by officers and officials of the Civil Service Association of Alberta. This organization not only represents the interests of its members in a forceful and responsible manner but also has as an objective, the promotion of an efficient

and dedicated civil service. Those of us who have had a relatively long association with the personnel function are cognizant of the good efforts of the Civil Service Association in its development. Our confident hope is that these existing good relationships will endure through the years ahead.

Objectives for 1966

- the conclusion of the first full collective agreement with the Civil Service Association of Alberta, and the determination of the complete machinery for contract administration
- the extension of recruitment, selection, and placement functions to all positions in the classified civil service
- the prescription of criteria for determining whether a competition for a position shall be departmental, restricted, or open, or if it may be exempted entirely
- the modification of the current system of obtaining information on the duties and responsibilities of a position, to a method utilizing more management participation
- the completion of a pilot project on manpower inventory and planning for staff utilization and development
- the initiation of operational status for the Organization and Methods Division
- the conversion of all administrative systems to Electronic Data Processing, insofar as is feasible

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December 31st, 1965



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